



Department Description

Redevelopment is a process authorized under California law that enables local government entities to revitalize deteriorated and blighted areas in their jurisdictions. Redevelopment agencies develop a plan and provide the initial funding to launch the revitalization of identified areas. In doing so, redevelopment encourages and attracts private sector investment that otherwise would not occur. Redevelopment activities create jobs and expand business opportunities, provide housing for families most in need, help reduce crime, improve infrastructure and public works, and aid in the cleanup of environmentally-threatened and rundown areas. Redevelopment serves as a catalyst for private investment by providing the initial plan and seed money that ultimately breathes new life into areas in need of economic development and new opportunity.

The City's Redevelopment Department serves as staff to the Redevelopment Agency which is responsible for alleviating conditions of urban blight in designated areas of the City. The Agency's scope and authority stem from the State of California's Health and Safety Code, also known as the California Community Redevelopment Law. The law outlines procedures to determine what development, reconstruction, and rehabilitation are needed and desirable. It also defines the financial tools, legal authority, and citizen participation necessary to successfully implement adopted redevelopment plans. The law is designed to promote an improved and safer neighborhood environment and a restoration of community pride.

Redevelopment Department staff coordinates Agency-wide budget and reporting activities, prepares the Redevelopment Agency Board Docket, maintains the Agency's official records, and administers seven Project Area Committees that advise the Agency on the adoption and implementation of redevelopment plans, programs, and projects.

Redevelopment Department staff also coordinates with the City of San Diego's two non-profit public corporations, Centre City Development Corporation (CCDC) and Southeastern Economic Development Corporation (SEDC), concerning items of Agency-wide bearing or items requiring Agency Board action. Day-to-day administration of these corporations, their assigned project areas, and their associated projects and programs is handled by their respective corporate staff, management team, and board, per separate operating agreements by and between the Agency and the corporations.

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Another fundamental purpose of redevelopment is the expansion of low- and moderate-income housing. California Health and Safety Code Section 33334.6 states that the "provision of housing is itself a fundamental purpose of the Community Redevelopment Law and that a general inadequate statewide supply of decent, safe, and sanitary housing affordable to persons and families of low or moderate income threatens the accomplishment of the primary purposes of the Community Redevelopment Law, including job creation, attracting new private investments, and creating physical, economic, social and environmental conditions to remove and prevent the recurrence of blight."

The Department helps the Redevelopment Agency address the serious issue of affordable housing in San Diego and take a proactive role through the effective use of its authority, scope, and financial resources to augment affordable housing development.

The Department's mission is:

To improve the quality of life and ensure a healthy economy for all San Diegans through job development, business development, neighborhood revitalization, public improvements, redevelopment, social services, and revenue enhancement

Goals and Objectives

The following goals and objectives represent the action plan for the Department:

Goal 1: Eliminate blight

The Department will move toward accomplishing this goal by focusing on the following objective:

- Eliminate blight and urban decay

Goal 2: Improve public infrastructure

The Department will move toward accomplishing this goal by focusing on the following objective:

- Provide, upgrade, restore, and enhance public infrastructure and facilities

Goal 3: Increase housing opportunities

The Department will move toward accomplishing this goal by focusing on the following objective:

- To increase the supply of housing, improve housing conditions, and increase affordable housing opportunities

Goal 4: Promote economic development

The Department will move toward accomplishing this goal by focusing on the following objective:

- Promote economic development activities that retain and expand business and employment opportunities

Goal 5: Enhance neighborhood preservation

The Department will move toward accomplishing this goal by focusing on the following objective:

- To enhance and preserve neighborhood character and rehabilitate historical properties

Service Efforts and Accomplishments

The following describes the projects and accomplishments achieved by the Department during the fiscal year:

- Broke ground on the Mercado del Barrio project in Barrio Logan, including the 92 unit Estrella del Mercado Apartments affordable housing project

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- Began construction on the City Heights Square Residential and Retail Project, a mixed use project that will provide 92 residential units, 20,500 square feet of retail space, and two levels of subterranean parking
- Provided funding for the rehabilitation of the Village Green Apartments to preserve, enhance, and upgrade 94 multi-family rental housing units in the Crossroads Redevelopment Project Area
- The Urban Corps LEED Recycling Education Center and Roof Garden project was completed in the North Bay Redevelopment Project Area
- Funded Phase III of the Veterans Village of San Diego transitional housing project for former homeless veterans
- Began a \$4 million rehabilitation of the historic Lafayette Hotel in North Park. The renovations are expected to ensure the viability of the hotel and to retain more than 50 jobs
- Began construction of 17 units of permanent supportive rental housing for formerly homeless men with a dual diagnosis of substance abuse and mental illness
- Completed construction of the El Pedregal Family Apartments, a 45 unit affordable housing project in San Ysidro
- Started construction on the Verbena Family Apartments, an 80 unit affordable housing project in San Ysidro

Key Performance Indicators

Performance Measure	Actual FY2010	Actual FY2011
1. Percent of five year implementation plans updated on schedule	100%	91%
2. Number of affordable housing units completed by the Redevelopment Agency	434	263
3. Number of redevelopment project areas managed	11	11
4. Total dollar amount of tax increment managed	\$45.8M	\$43.8M



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Department Summary

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Positions	0.00	31.50	31.50
Personnel Expenditures	\$ -	\$ 3,442,355	\$ 3,442,355
Non-Personnel Expenditures	-	326,028	326,028
Total Department Expenditures	\$ -	\$ 3,768,383	\$ 3,768,383
Total Department Revenue	\$ -	\$ 3,768,383	\$ 3,768,383

Redevelopment Fund

Department Expenditures

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Redevelopment	\$ -	\$ 3,768,383	\$ 3,768,383
Total	\$ -	\$ 3,768,383	\$ 3,768,383

Department Personnel

	FY2011 Budget	FY2012 Adopted	FY2011–2012 Change
Redevelopment	0.00	31.50	31.50
Total	0.00	31.50	31.50

Significant Budget Adjustments

	FTE	Expenditures	Revenue
Non-Discretionary Adjustment	0.00	\$ 183,960	\$ -
Total expenditure allocations that are determined outside of the department's direct control. These allocations are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.			
Department Restructuring	29.00	3,449,277	3,634,020
Transfer of the Redevelopment Division from the City Planning & Community Investment Department to the Redevelopment Department in order to reflect the City's new organizational structure. Redevelopment Agency executives will now work directly with City executives on Redevelopment administration issues.			
Equipment/Support for Information Technology	0.00	70,050	-
Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.			
Hourly Personnel Funding	2.50	65,096	-
Funding allocated according to a zero-based annual review of hourly funding requirements.			
Revised Revenue	0.00	-	134,363
Adjustment to reflect Fiscal Year 2012 revenue projections.			
Total	31.50	\$ 3,768,383	\$ 3,768,383

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Expenditures by Category

		FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
PERSONNEL				
Salaries and Wages	\$	-	\$ 2,085,924	\$ 2,085,924
Fringe Benefits		-	1,356,431	1,356,431
PERSONNEL SUBTOTAL	\$	-	\$ 3,442,355	\$ 3,442,355
NON-PERSONNEL				
Supplies	\$	-	\$ 17,691	\$ 17,691
Contracts		-	183,683	183,683
Information Technology		-	70,050	70,050
Energy and Utilities		-	6,195	6,195
Other		-	48,409	48,409
NON-PERSONNEL SUBTOTAL	\$	-	\$ 326,028	\$ 326,028
Total	\$	-	\$ 3,768,383	\$ 3,768,383

Revenues by Category

	FY2011 Budget	FY2012 Adopted	FY2011-2012 Change
Charges for Current Services	\$ -	\$ 3,768,383	\$ 3,768,383
Total	\$ -	\$ 3,768,383	\$ 3,768,383

Personnel Expenditures

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
Salaries and Wages						
20000011	1104	Account Clerk	0.00	1.00	\$31,491 - \$37,918	\$ 35,591
20001140	2181	Assistant Department Director	0.00	1.00	31,741 - 173,971	134,830
20000119	1218	Associate Management Analyst	0.00	1.00	54,059 - 65,333	65,660
20000539	1535	Clerical Assistant 2	0.00	2.00	29,931 - 36,067	69,915
20000295	1350	Community Development Coordinator	0.00	3.00	76,731 - 92,893	270,318
20000300	1352	Community Development Specialist 2	0.00	5.00	54,059 - 65,333	293,018
20000303	1354	Community Development Specialist 4	0.00	12.00	66,768 - 80,891	937,613
20001172	2217	Financial Operations Manager	0.00	1.00	25,376 - 148,200	-
20000346	1382	Legislative Recorder 1	0.00	1.00	41,558 - 50,232	48,976
90001073	2103	Management Intern - Hourly	0.00	2.50	24,274 - 29,203	60,684
20000015	1106	Senior Management Analyst	0.00	1.00	59,363 - 71,760	72,119
20000970	1917	Supervising Management Analyst	0.00	1.00	66,768 - 80,891	78,464
		Bilingual - Regular				8,736
		Overtime Budgeted				10,000
Salaries and Wages Subtotal			0.00	31.50		\$ 2,085,924

Fringe Benefits

Employee Offset Savings	\$ 49,512
Flexible Benefits	205,173
Long-Term Disability	12,148
Medicare	29,739

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Personnel Expenditures (Cont'd)

Job Number	Job Class	Job Title / Wages	FY2011 Budget	FY2012 Adopted	Salary Range	Total
		Other Post-Employment Benefits				169,148
		Retiree Medical Trust				202
		Retirement 401 Plan				809
		Retirement ARC				738,437
		Retirement Offset Contribution				2,339
		Risk Management Administration				28,084
		Supplemental Pension Savings Plan				90,541
		Unemployment Insurance				7,874
		Workers' Compensation				22,425
Fringe Benefits Subtotal						\$ 1,356,431
Total Personnel Expenditures						\$ 3,442,355

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Revenue and Expense Statement (Non-General Fund)

Redevelopment Fund	FY2011 Budget*		FY2012 Adopted	
BEGINNING BALANCE AND RESERVES				
Balance from Prior Year	\$	55,694	\$	—
Reserve for Agency Repayment		—		553,324
TOTAL BALANCE AND RESERVES	\$	55,694	\$	553,324
REVENUE				
Redevelopment Agency Reimbursement	\$	3,634,020	\$	3,768,383
TOTAL REVENUE	\$	3,634,020	\$	3,768,383
TOTAL BALANCE, RESERVES, AND REVENUE	\$	3,689,714	\$	4,321,707
OPERATING EXPENSE				
Personnel Expense	\$	3,323,200	\$	3,442,355
Non-Personnel Expense		310,820		326,028
TOTAL OPERATING EXPENSE	\$	3,634,020	\$	3,768,383
TOTAL EXPENSE	\$	3,634,020	\$	3,768,383
RESERVES				
Reserve for Agency Repayment	\$	—	\$	553,324
TOTAL RESERVES	\$	—	\$	553,324
BALANCE	\$	55,694	\$	—
TOTAL BALANCE, RESERVES, AND EXPENSE	\$	3,689,714	\$	4,321,707

* At the time of publication, audited financial statements for Fiscal Years 2010 and 2011 were not available. Therefore, the Fiscal Year 2011 column reflects final budget amounts from the Fiscal Year 2011 Adopted Budget. As such, current fiscal year balances and reserves are estimates of carryover from the previous fiscal year.